

Green Tier Advisors

July 20, 2006
Areas of Emphasis 2.0

ISSUE SUMMARY: Develop a listing of “Areas of Emphasis” that will enable the Department to:

- Discern which Tier 2 letters of intent will be processed and where charters will be developed.
- Set and measure goals for the program showing collective and cumulative progress.
- Presenting the scope of work that will be undertaken by the Green Tier program for those interested in the program.
- Inform applicants what actions the Department expects to see
- Develop new approaches to an ecological or programmatic need that will encourage potential participants/applicants to move beyond compliance

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BACKGROUND:

The task was to develop a consolidated list from the two lists considered at the last meeting and come up with a working list that could be used to create a recommended list of Areas of Emphasis.

The method used to develop a draft suite of areas of emphasis was:

- The two lists considered at the last meeting were combined into a single list of possible areas of emphasis (Attachment A – “Possible Areas of Emphasis” – page 4).
- Senior DNR managers developed a weighted list of criteria (Attachment B – “Areas of Emphasis Criteria & Priority” – page 5) that could be used to evaluate areas of emphasis and create a “working list” of areas of emphasis for the Advisors.
- DNR managers selected their top priority area of emphasis for each of the criteria identified. That information is presented in legal size table (Attachment C – Page 6).
- Finally, a working list was created by a score (based on the priority identified for each criteria) assigned to each area of emphasis selected. The tabulated scores are shown in the table labeled “Analysis of Areas of Emphasis Rating” (Attachment D – “Working List” page 7).

The task for July 20 is to use the “working list” as the basis for discussion that will result in a short list that can be recommended to the Secretary as the “Area of Emphasis” for Green Tier.

To assist in that task, the Advisors requested two additional pieces of information. First, they requested examples of the kind of work that would be done for the “Areas of Emphasis” identified. A table has been compiled (Attachment E – “Agreements and Participants” – pages 8-9, based on participation in both the Green Tier program and the Environmental Cooperation Pilot Program describing work that contributes to a collective and measurable whole under the areas of emphasis.

Second, at the last meeting, there was interest in “risk assessment” information that could be used to evaluate the potential areas of emphasis. In general we found that comprehensive risk assessment information is not available at this time. Risk assessment information is available for discrete pieces such as individual pollutants or individual conditions such as asthma but there is not overall risk information that has been compiled/used.

ALTERNATIVE

There recommended approach is to examine the working list to come up with the short list of areas of emphasis to be recommended to the Secretary or further refined and vetted to other interests. There was a tentatively set as a goal for the July meeting to come up with a draft list of areas of emphasis. Some issues related to this task are described in the “Discussion” below.

- Draft Recommendations for Areas of Emphasis – the scoring of the potential areas of emphasis suggests that there are some logical break points that could form the basis for the development of a shorter list of areas of emphasis.

DISCUSSION:

There are some issues that arose as the working list was compiled that should be factored into the discussion.

- In the course of discussions since the last meeting, it has been suggested that there is a need within the areas of emphasis to have the Department take the initiative and demonstrate that they have assessed the requirements a particular industrial segment or a given company. Based on the understanding resulting from the assessment, the department would take the initiative and displays a willingness to build a partnership for environmental and economic gain. Some of the areas of emphasis may lend themselves to this kind of approach more than others and might be logical starting points for the exploration of charters and/or groups of contracts.
- There has been consideration of the “Areas of Emphasis” forming the basis for better working relationships. In looking at the areas of emphasis there is a need to consider more than just a working relationship but developing a more complete understanding by DNR of the business and by the business of DNR - how each operate, what drives each economically and culturally, and how these contribute to overall gain and demonstrating a new way of business. Somehow, this notion of two-way education and understanding need to be discussed and the areas of emphasis need to provide the forum for that kind of dialogue. Working relationships, while valuable and extremely important to success, happen between people not organizations. The relationships emerging from these areas of emphasis may not as important as the potential for improved understanding and opportunity for change. Perhaps the company has demonstrated an openness to collaboration, change, has already developed effective working relationships with DNR staff and these are indicators for this selection item.)
- Business and Environmentalists may “score” the Areas of Emphasis differently than the view that is presented in the working list. By selectively soliciting scores from business and environmental interests, there is an opportunity to find where there is commonality in the views of the groups. This would not constitute consensus but could point to where the potential for consensus exists.
- At the last meeting, there was preliminary discussion about formulating recommendations for how these areas would be used e.g. processing applications which have a specified number of the areas addressed, creating specific measurable goals for the areas,

DISCUSSION SYNOPSIS (from prior meetings):

Two potential frameworks were presented and discussed. The first used a matrix to express opportunities to use Green Tier. The second created a topical issues list around which Green Tier actions would be organized. In general the Advisors felt that should be open to businesses being creative in addressing environmental issues, enabling for the use of charters and framed as “inclusionary” as possible. As a result of the discussion:

- ‘Land Use’ was added as a potential area of emphasis.
- The topical approach was selected as the preferred medium with the following enhancements:

- Address statutory elements of superior environmental performance but also include an element that addresses business value.
- Use simple plain language as was used in the matrix.
- Engage/address the elements contained in the definition of superior environmental performance.
- Assure that the list can be used/translated into measurable results
- The list can be adapted to change over time as different environmental issues/priorities emerge.
- Integrates elements of the desired state matrix.
- Considers how “sectors” could be added to or recognized within the list.
- Consideration is given to what should be added to the list
- The list is supported by examples and an explanation of how the list will be used.
- Left for a subsequent discussion whether applications would have to have one or more of the areas of emphasis covered in the application in order to be considered

The suggestion was that the final presentation of the areas of emphasis should present desired states educating about Green Tier; and promoting responsible self-management as an overall test that could be applied to the list when developed. The Department was also tasked with identifying risk assessment information that could drive the list and suggesting criteria that could assist with assessing the problems/priorities addressed by the list.

At the last meeting the Advisors indicated that they would like to have a list that was broad enough that it would encourage participation from a wide variety of entities yet tight enough that the work done under the program could be compiled in a way that shows collective, cumulative results. Further the advisors affirmed the need to recognize the elements of the definition of superior environmental performance:

- Performance beyond regulatory requirements
- Performance that addresses unregulated environmental risk
- Protecting and restoring natural resources
- Helping others comply or go beyond compliance
- Organizing entities into a program and produces superior performance
- Reducing waste or promoting reuse through design, production or delivery changes
- Conserving energy or non-renewable resources
- Adopting methods that reduce depletion of or damage to non-renewable resources

Each of these elements were used in the development of the criteria developed and considered when setting the priorities for those criteria. Correspondingly, each of the areas of emphasis themselves (both in the narrative description and in the examples supplied) consider the elements of superior environmental performance as was requested by the Advisors at the last meeting.